

# Recruiting Chess

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**Let's listen to some music!**

**Clip One**  
**95%+**

**Clip Two**  
**75%+**

**Clip Three**  
**5% ?**

# My most controversial statement ...

- June 2007
- Global All Hands Meeting
- 500+ recruiters around the world
- Relatively new to my role

“I don’t care how many people you hire!!”



# What That Means

- Number of hires is an insufficient and dangerous way to define your success
- Difference between hiring a great person and making a great hire
- You may be setting the wrong expectations ...  
“succeeding yourself into trouble”
- There has never been a more important time to redefine the role and value of recruiting
- Recruiting is about delivering a talent solution ...  
checkers or chess?

# Framework For Playing Chess...

## **Reactive**

*Support the  
biz/candidate*

- Negotiate an offer to make the hire
- Salvage a bad candidate experience
- Hire from a failing competitor

## **Goodness**

*Improve  
recruiting*

- Improve time to fill
- Increase recruiter productivity
- Improve diversity hiring results
- Launch a hiring manager portal

## **Offense**

*Help your biz  
win!!*

- Improve revenue performance of your sales force
- Enable faster innovation by R&D
- Improve results in a new market

# Recruiting Chess ...

- Know the market
- QOH vs. QOHing
- All hires are not created equal
- Tell your story
- A goal is not a strategy
- Be NICE

# 1. Know The Market

- Workforce planning has two sides
- Don't take their word for it ... research has stakeholder bias, validate the funnel
- Think about “talent share”
- Project movement in pools ... CS grads down 40% in US
- Assess impact on talent acquisition and your overall business ... Boston Development Center

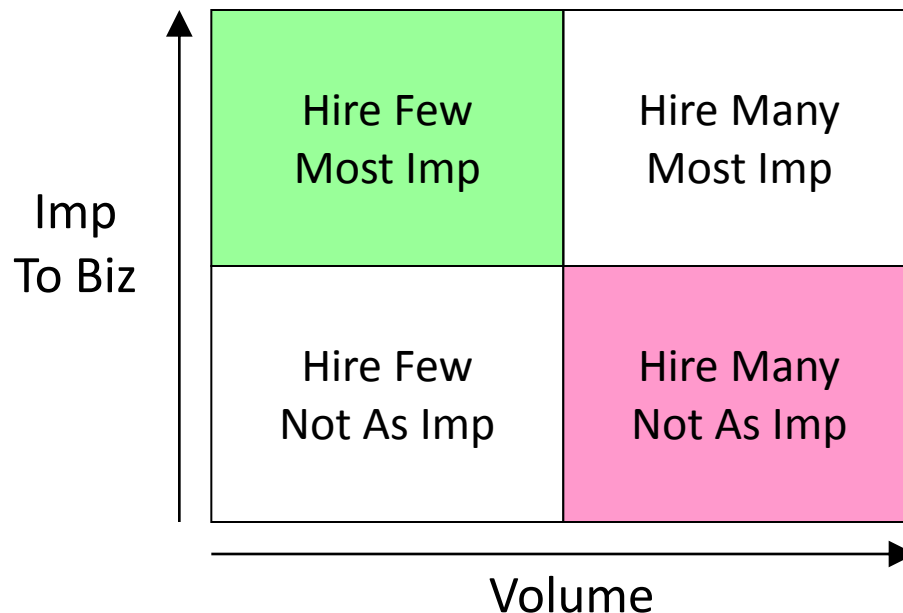


## 2. QOH vs. QOHing

- QOH is important to know
  - We measure based on 2 years of performance, potential and attrition
  - High/Middle/Low quality hire
  - Index of High to Low
  - Tells a lot about quality of person and source
- Are you hiring for the right job?
- Right Person + Right Job = QOHing

### 3. All Hires Are Not Created Equal

- You can't recruit A players in all positions
- Business leaders always pick the same choice
- Air freight story ... QOHing



## 4. Tell Your Story

- Employment brand is not the same thing as corporate brand
- Do you have one ... did you create it or is it being created for you?
- Think about segmentation
- Genuine and aspirational ... show the real you

# Options are good.

In life. And in your career.



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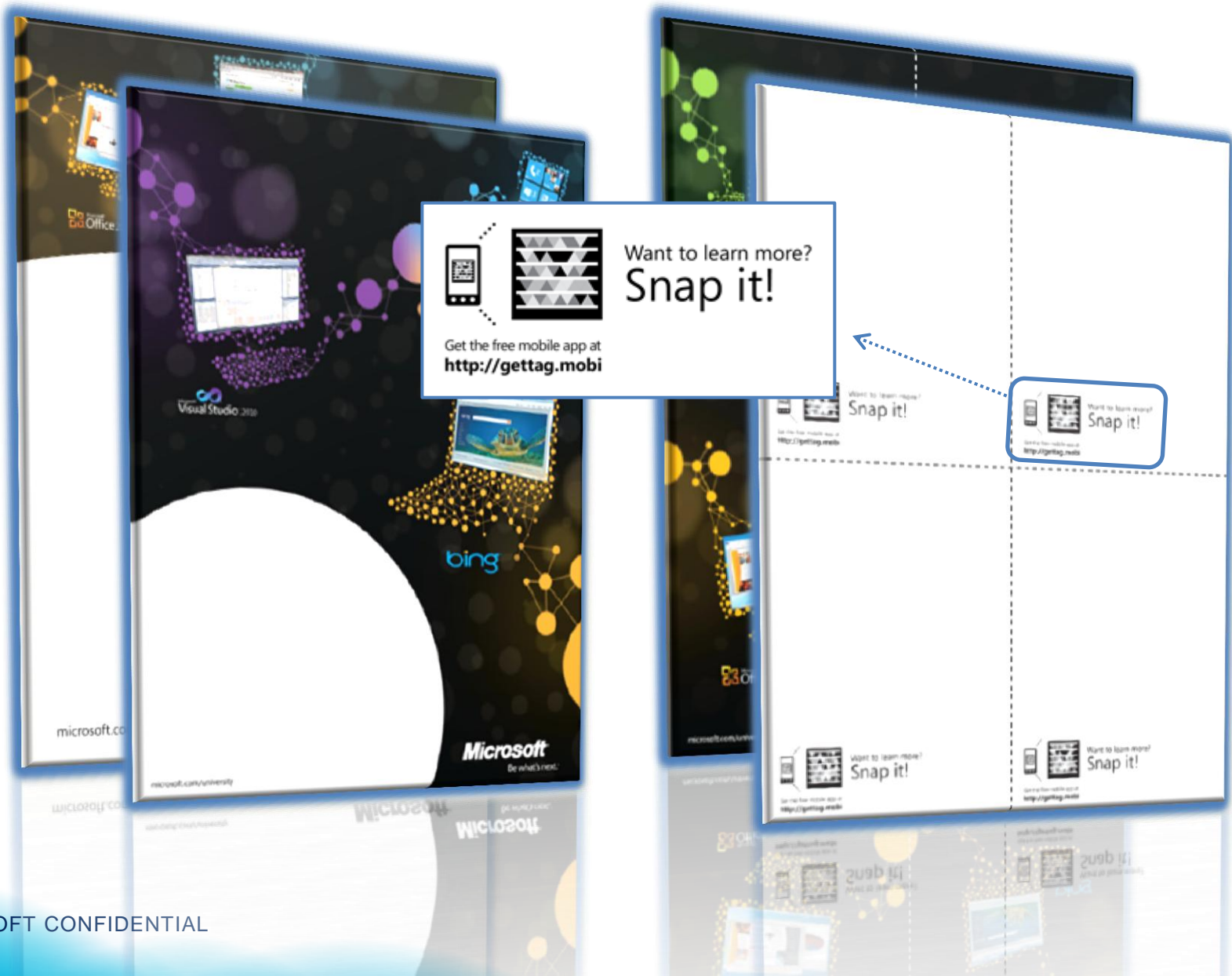
HEY, GENIUS.

We want you.

**Microsoft®**



# PRINT COLLATERAL



# 5. A Goal Is Not a Strategy

- Goal, plan, target
- Gives you a number
- Doesn't tell you why or how
- Strategy is a filter to help make decisions
- College hiring – interns
- A good test



## 6. Be NICE

- Success is a function of what you measure
- It is NOT all about the numbers ... then what?
  - Numbers - hires, diverse hires, leadership hires
  - Impact on the biz – consulting, hiring mgr and candidate satisfaction, financial results
  - Collaboration – sharing candidates, working w/ HR generalists
  - Excellence in operations
- Takes some time to go from **N<sub>ice</sub>** to **NICE**

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Ready to play?

Thank you!

Questions?